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## TALENT MANAGEMENT, SELF-EFFICACY, AND JOB SATISFACTION: A CASE STUDY OF HOTEL EMPLOYEE IN PALEMBANG

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### Abstract

**Purpose:** The aim of this study was to determine the effect of talent management and self-efficacy, both partially and simultaneously on the job satisfaction of hotel employees in Palembang.

**Research Methodology:** The population in this study were employees at five-star hotels in Palembang City, South Sumatra Province. The sampling method used was the determination of hotel samples by proportional stratified random sampling. Respondents in the study were 99 employees of star hotels in the city of Palembang. The instrument for measuring the variables in this study was a questionnaire distributed to respondents. The questionnaire was measured using a Likert scale of 1-5. The data analysis technique used is multiple linear analysis.

**Results:** The results of the study concluded that talent management and self-efficacy partially had a positive and significant effect on the job satisfaction of employees working in hotels in Palembang. The results also show that talent management and self-efficacy simultaneously also have a positive and significant effect on the job satisfaction of employees who work in hotels in Palembang.

**Limitations:** This research is limited in the number of respondents and the variables studied. This study is expected to be a reference for other researchers who want to examine job satisfaction on employees working in the hospitality sector.

**Contribution:** Research conducted in depth on efforts to improve employee performance and job satisfaction through talent management and self-efficacy. The proposition of the variables in this study has never been studied before in the unit of analysis, especially in the star hotels in Palembang, South Sumatra.

**Keywords:** *Talent Management, Self-Efficacy, Job Satisfaction, Hotel Employee*

## 1. INTRODUCTION

The ability of an organization to survive in an uncertain situation is greatly influenced by human resources running the wheels of the organization. How to get, manage and treat the best talent in the organization is one of the keys to organizational success in order to grow, develop and have a competitive advantage. The company as an organization does not only compete to attract people who have the ability and talent to work in their company, but employees who have the talent and abilities deserve to be maintained. every organization is required to be able to optimize human resources and how human resources are managed. Human resource management cannot be separated from the factors of employees who are expected to perform as well as possible in order to achieve organizational goals for the company. Humans are a very important resource in an organization to achieve organizational goals. Along with the times, science and technology are fast demanding quality human resources in carrying out the vision and mission of an organization. In addition to technology, other supporting facilities in the organization, namely talent management, self-efficacy, and job satisfaction have a very important role in creating a good work environment that can provide employee work motivation and a harmonious work relationship between employees. Therefore, the role of human resources must always be developed to create a good performance for employees in an organization. Achieving good results by an employee can increase his satisfaction at work. This condition can also improve the performance of an organization where the employee works.



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Organizations with more satisfied employees tend to have higher performance than organizations with fewer satisfied employees.

Palembang as the capital city of South Sumatra Province has experienced rapid growth of new hotels in tandem with national and international events. According to data from the Badan Pusat Statistik in 2018 in South Sumatra Province, there were 86 units of star hotels and 351 units of non-star hotels, while the number of rooms consisted of 7,379, the previous year 2017 in South Sumatra there were 74 star hotel units with 6,078 rooms. The number of foreign guests staying at star hotels in 2018 was 1,839 people (3-star hotels), 8,155 people (4-star hotels), and 2,667 people (5-star hotels); while the number of domestic guests was 434,336 people (3-star hotels), 332,924 people (4-star hotels), and 133,231 people (5-star hotels) (BPS Sumatra Selatan, 2018). Research on talent management and self-efficacy which affects job satisfaction is still relatively limited in hotels, especially in Palembang, South Sumatra. On the basis of this research gap, this research was conducted in several star hotels in Palembang, South Sumatra. The aim of this study was to determine the effect of talent management and self-efficacy, both partially and simultaneously on the job satisfaction of hotel employees in Palembang.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### Group View Theory

According to this theory, employee job satisfaction does not depend on meeting needs alone but is highly dependent on the views and opinions of the group which employees consider as the reference group. The reference group is used by the workers as a benchmark for assessing themselves and the environment. So, employees will feel satisfied if the results of their work are in accordance with the interests and needs expected by the reference group.

### Job Satisfaction

Gibson, Ivancevich, and Donnelly (2000) state that "job satisfaction as workers' attitudes about their work, which is the result of their perception of work" (job satisfaction is the attitude that workers have about their job, which is the result of their perception of work. they're about work). The factors that provide job satisfaction according to Blum (1956) are as follows: (1) Individual factors include age, health, character and expectations; (2) Social factors include kinship, community views, creative opportunities, trade union activities, political freedom, and social relations; (3) The main factors in work include wages, supervision, job security, working conditions, and opportunities to advance. In addition, there is also respect for skills, social relations at work, accuracy in resolving conflicts between humans, feelings of being treated fairly both personal and duty (As'ad, 2004).

Smith, Kendall, & Hullin measure job satisfaction using the Job Descriptive Index (JDI) which includes job satisfaction, rewards, promotion opportunities, supervision, and co-workers (Smith, Kendall & Hullin, 1969). Job satisfaction is achieved when an employee's job is in accordance with the employee's own interests and abilities. Workers tend to have jobs that allow them to use their skills and abilities and offer a variety of tasks, freedom and feedback about how well they are doing. Jobs that are less challenging tend to be boring, while jobs that are too challenging tend to create frustration and a sense of failure. Under moderate-challenging conditions, most workers will experience pleasure, satisfaction, and pride in their work.

Satisfaction with Rewards where employees feel that the salary or wages they receive is in accordance with their workload and is equal to other employees working in the organization. The tendency of workers in wanting an income system that is believed to be fair and in line with their expectations. When workers consider that the income received, including benefits commensurate with the demands of the job, level of expertise, and the same applies to other workers, then satisfaction will arise. Rewards are also in the form of facilities provided by the organization. Hospital facilities, leave, pension funds or housing are the standards of a position and if they can be fulfilled, it will create a feeling of satisfaction (As'ad, 2004). Satisfaction with Supervision of Supervisors is manifested when



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employees feel they have a superior who is able to provide technical assistance and motivation. Satisfaction with coworkers is achieved. Employees are satisfied with colleagues who are able to provide technical assistance and social encouragement. Promotion opportunities materialize opportunities to increase positions in the organizational structure.

### **Talent Management**

The term talent management was introduced by Mc. Kinsey and Company Following a study conducted in 1997. Talent management has many meanings, many approaches and many understandings. Talent management has been used by many companies in the world because they realize that the talents, talents and skills of employees are one of the factors supporting their business to be more successful. Pella and Inayati (2011: 82) define talent management as a process to ensure the company's ability to fill key future leadership positions (Future Leaders) and positions that support the company's core competencies (Unique Skill and High Strategic Value). Furthermore, Pella and Inayati (2011: 82) add about talent management as follows: "Talents are people that the company wants to nurture because of their strengths, talent can also be interpreted as employees who are identified as having the potential to become future leaders of the company"

Talent management can also be described as an activity that is broad in nature, complete to develop a group of people with the highest profession in the organization through integrated development, which should be carried out by relevant leaders in the company, related to the activities of talented employees, selecting them, developing them and maintaining them (Pella and Inayati, 2011: 82). Based on the opinions of the above experts, talent management can be concluded as a process to identify company employees who have the capability to fill key positions in the company.

In the concept of talent management, creativity is the most important essence. So that organizational management is adjusted to the concept of talent that has been designed by the company. The term talent management has been replaced by "talent development". So that to create a work environment in accordance with the qualifications needed by the company, it is necessary to identify talents, development and exploitation.

Isanawikrama (2016) defines that talent management is a concept starting from how to plan, acquire, develop, and maintain talent. In other words, talent management is not just a single process or how a development program works but includes a series of processes. Nisa (2016) suggests that talent management is a process of identifying a series of initiatives. In addition, how are the company's efforts to develop and retain talented employees? To create business excellence and achieve the company's vision, it requires an employee alignment according to their expertise.

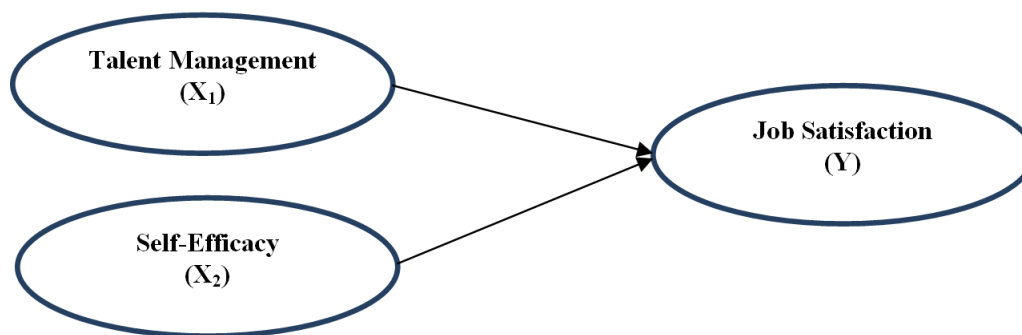
### **Self Efficacy**

According to Bandura (2010), self-efficacy is a person's belief that he or she can control a situation and produce positive outcomes. According to Sigiuro and Cahyono (2010), self-efficacy affects students in choosing their activities. Students with low self-efficacy may avoid lessons that have a lot of tasks, especially for challenging tasks, while students with high self-efficacy have a great desire to do their tasks. Luthan (2014: 338) states that self-efficacy refers to self-confidence regarding its ability to motivate cognitive resources and actions needed to be successful in carrying out certain tasks. Meanwhile, according to Chasanah (2008) indicators of self-efficacy are feelings of being able to do work, better abilities, pleasure in challenging jobs and job satisfaction. So in general, it can be concluded that self-efficacy is leading to an individual's assessment of his ability to carry out certain tasks and produce results.

Bandura and Locke (2003) explain how self-efficacy regulates functions in humans through cognitive, motivational, affective, and decision processes so that it can influence individual behaviour in increasing or decreasing effort and how to motivate themselves and be persistent in facing difficulties. In the research of Cervone and Peake (1986), it shows that if changes in self-efficacy are well controlled or in other words, there is no change in self-efficacy, then there will be no effect on

achievement motivation. Robbins (2016), found that adequate self-efficacy in individuals is one of the factors that can affect the relationship between goal setting and performance. Robbins (2016) explains that self-efficacy is a person's belief in his ability to be able to carry out tasks well. The more someone has high self-efficacy, the more confident the individual will have in his ability to do his job.

Self-efficacy is formed by two main factors, namely: direct experience and vicarious experience. Direct experience is related to the experience of receiving reciprocity from work that has been done repeatedly. Vicarious experience is related to the performance appraisal of others in the implementation and completion of certain tasks (Greenberg and Baron, 2003). Self-efficacy plays an important role in behaviour in an organization. Individuals with high self-efficacy tend to be happy in their work and in life in general. In addition, these individuals also innovate more often in their work. In the context of the business world, entrepreneurs with high self-efficacy will tend to feel happy and enjoy the business they are running. The entrepreneur will find it easier and more confident in solving the various kinds of business problems he faces.



**Figure 1: Theoretical Framework**

### Hypothesis

Based on the literature review, the following hypothesis can be formulated:

1. Talent management has a significant effect on job satisfaction of hotel employees in Palembang.
2. Self-efficacy has a significant effect on job satisfaction of hotel employees in Palembang.
3. Talent management and self-efficacy simultaneously have a significant effect on job satisfaction of hotel employees in Palembang.

### 3. RESEARCH METHODOLOGY

The population in this study were employees at five-star hotels in Palembang City, South Sumatra Province. The number of samples to be taken in this study were taken from 56 star hotels. The sampling method used was the determination of hotel samples by proportional stratified random sampling. This technique is used when the population has elements that are not homogeneous and proportionally stratified. Respondents in the study were 99 employees of star hotels in the city of Palembang.

The instrument for measuring the variables in this study was a questionnaire distributed to respondents. The questionnaire was measured using a Likert scale of 1-5. In this study, each questionnaire question must meet valid and reliable data quality. The instrument in this study was declared valid if the data obtained could accurately answer the research objectives to be achieved. It is declared reliable if the same research instrument can be consistent or stable when it is reused in further research.



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Classic assumption testing is needed to determine whether the estimation results carried out are completely free of heteroscedasticity symptoms, multicollinearity symptoms, and autocorrelation symptoms. The regression model can be used as an unbiased estimation tool if it meets the BLUE (Best Linear Un] Estimator) requirements, which is no heteroscedasticity, no multicollinearity, and no autocorrelation. The data analysis technique used is multiple linear analysis.

### 4. RESULTS AND DISCUSSIONS

Respondents in this study were 99 people consisting of 57 male respondents (57.6%) and 42 female respondents (42.4%). Most of the respondents' education level is Senior High School (78.8%), Bachelor degree (10.1%), Diploma degree (9.1%), and Master degree (2.0%).

The instrument in this study has met the stages in the instrument test, namely the validity test and reliability test. All statement items in the instrument are declared valid and reliable in accordance with the principles in the instrument test. The regression model used as an estimation tool in this study has also met the requirements of BLUE (Best Linear Unbiased Estimator), consisting of, there is no heteroscedasticity, no multicollinearity, and no autocorrelation. Furthermore, multiple linear regression tests were carried out with the results as shown in table 4.1. following.

**Table 4.1: Multiple Linear Test Results**

Model	Unstandardized Coefficients		Standardized	t	Sig.
	B	Std. Error	Coefficients Beta		
(Constant)	11.821	4.498		2.628	.010
1 TM	.483	.085	.532	5.650	.000
SE	.641	.181	.333	3.535	.001

a. Dependent Variable: Job Satisfaction

Source: Primary data processed

Based on Table 4.1. above, it was found that the influence of the talent management variable has a significant positive effect on the job satisfaction variable, it can be seen from the significance of 0.000 below 0.05, so that hypothesis 1 is accepted. The results also show that the self-efficacy variable has a positive and significant effect on job satisfaction. This is indicated by the significance value of 0.001 below 0.05, so that hypothesis 2 is accepted. Furthermore, the ANOVA test results are presented in table 4.2. following.

**Table 4.2: ANOVA test results**

Model	ANOVA <sup>a</sup>				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8134.901	2	4067.451	98.619	.000 <sup>b</sup>
Residual	3959.422	96	41.244		
Total	12094.323	98			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), SE, TM

Based on Table 4.2. above, it was found that the simultaneous influence of the variable talent management and self-efficacy has a significant positive effect on the job satisfaction variable, seen





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from the significance of 0.000 below 0.05, so hypothesis 3 is accepted. The test results for the coefficient of determination are presented in table 4.3. following.

**Table 4.3: Result of the coefficient of determination**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.820 <sup>a</sup>	.673	.666	6.422

a. Predictors: (Constant), SE, TM

Based on table 4.3. above, the R Square value is 0.673, which means that the variable talent management and self-efficacy has an effect on job satisfaction by 67.3%, while the remaining 32.7% is influenced by other variables outside of this study.

### 5. CONCLUSION

The results of the study concluded that talent management and self-efficacy partially had a positive and significant effect on the job satisfaction of employees working in hotels in Palembang. The results also show that talent management and self-efficacy simultaneously also have a positive and significant effect on the job satisfaction of employees who work in hotels in Palembang. This study is expected to be a reference for other researchers who want to examine job satisfaction on employees working in the hospitality sector.

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